

Per 81-8225

31 JUL 1981

MEMORANDUM FOR: Director of Personnel

VIA: Chief, Position Management and Compensation
Division, Office of Personnel

FROM: James H. McDonald
Director of Logistics

SUBJECT: Final Assessment Report - Flexible Work Schedule

REFERENCE: OPN No. 20-81-15

1. As previously approved, the Office of Logistics (OL) has experimented with a flexible work schedule for the past 18 months (28 January 1980 to 31 July 1981). This memorandum submits the required final assessment report regarding the experimental period. This schedule excluded the Printing and Photography Division (P&PD) for which separate approval and reporting had been obtained previously. A separate assessment report for P&PD is included below. The experiment also excluded compressed work schedules because it was determined that such schedules were not feasible in OL at the time.

STAT 2. There were a total of employees within the various OL staffs and divisions who participated in the program. This constituted 36 percent of OL's total number of employees and included employees at most grade levels, both GS and wage grade. Core time was designated from 0930 to 1530; flexible periods were from 0700 to 0930 and from 1530 to 1800; and essential staffing hours were from 0830 to 1700. The program consisted basically of flexitours and modified flexitour schedules. For flexitours, the employees could preselect their starting times and select new schedules at time intervals provided by division/staff programs. The modified flexitours were the same except that schedules could be modified with prior notification and approval of supervisors. For both of these tours, division and staff chiefs were authorized to approve schedules within the 0700 to 1800 time period. Approval by the Director of Logistics or Deputy Director of Logistics was required for any schedules outside of these hours.

3. There are many diverse functions and activities scattered throughout the many staffs and divisions of such a large office as OL, and a flexible work program is more applicable in some elements than in others due to production requirements. Overall, though, management comments have been very favorable in terms of the effect of such schedules on operational production and efficiency. For

OL 1-3151

SUBJECT: Final Assessment Report - Flexible Work Schedule

example, several elements cited increased service to customers in conjunction with longer office hours. It is often beneficial for employees working at early or late hours to take advantage of the computers during non-peak hours and to deal with employees of outside agencies, such as GSA, which also use flexible scheduling. Employee morale improved overall and there were cases of less use of annual and sick leave. More carpools were formed, which should result in increased transportation efficiency. Such schedules also facilitated the optimum use of part-time employees. In addition to office benefits, employees had the advantage of changing schedules to better meet personal business, lifestyles or contingencies without being tardy or having to take leave. On the negative side, there have been some inconveniences and extra efforts required of supervisors in planning and adjusting staffing requirements and in providing coverage for after-hour security checks.

4. As has been mentioned previously, separate approval had been arranged for the P&PD flexible work schedule. Attached are two memoranda; one contains an evaluation of that flexible schedule and the other describes the current use of a variation of flexitime in P&PD. P&PD did experiment with flexitime between September 1978 and February 1979 with 60 employees participating in it. This experiment was also considered successful for most of the same reasons given for the overall OL program. Particular benefits were derived from improved services for early morning job deliveries. P&PD is not presently participating in a flexitime program due to conversion of the plant to a 24-hour, 7-day-a-week coverage in July 1979. Instead, 45 P&PD employees currently have been granted earlier or later starting times to accommodate carpools or special production considerations.

5. In summary, the experimental flexible work schedule is considered to have been successful and I request approval to continue it on a permanent basis.



for James H. McDonald

Atts

APPROVED:

/s/ James N. Glerum

5 AUG 1981

Director of Personnel

Date

Distribution:

Orig - Adse and return to OL

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22 MAY 1981

MEMORANDUM FOR: Deputy Chief, Personnel and Training Staff, OL

FROM:

[redacted]
Deputy Chief, Printing and Photography Division, OL

SUBJECT: Alternative Work Schedules

1. This final evaluation on the use of alternative work schedules in the Printing and Photography Division (P&PD) is submitted per your request. You will note that in the preliminary report submitted to Chief, Personnel and Training Staff on 5 September 1980 (attached), P&PD is not experimenting with flexitime but rather has accommodated carpool arrangements and special requirements by scheduling odd-hour tours on a permanent basis as needed. In summary, it can be stated that the needs of the Division have been satisfied and that accommodations for carpools contribute to improved morale and any special tours required by the Division contribute to improved efficiency.

2. There are presently [redacted] on board in the Division. The starting times for production personnel have been established as 0700, 1500, and 2300 for the three shifts. Start up time for staff personnel (one shift only) varies between 0730 and 0830. Of the [redacted] on board, a total of 45 work odd-hour shifts for reasons mentioned in paragraph one, 34 of these are carpools and 11 are for special requirements such as FBIS, chemical mixing, preparation of film processors, etc. In a different perspective, of these 45 who are working alternative schedules, 5 are in staff positions and 40 are directly involved with production.

3. As noted, P&PD is not in a flexitime status. We attempt to establish permanent off-schedule shifts to accommodate personnel needs and special requirements. If additional information is required, please contact [redacted] on extension [redacted]

OL 1 2115

5 SEP 1980

MEMORANDUM FOR: Chief, Personnel and Training Staff, OL

FROM:

Chief, Printing and Photography Division, OL

SUBJECT: Use of Flexitime in Printing and Photography Division

1. At present Printing and Photography Division (P&PD) is not participating in a flexitime program. We are, however, operating under regular working hours and handling requests for irregular starting hours on a case by case basis. This present operating procedure is based on:

- a) A requirement to staff for three shifts--24 hours, which prohibits core hour designations; and
- b) the requirement to staff for specific deadlines.

2. P&PD experimented with flexitime between September 1978 and February 1979. This experiment was somewhat successful inasmuch as there was a positive reaction by employees, car pool arrangements increased, and there were measurable benefits in terms of improved service for early morning job deliveries. Although intended as a flexitime program, it evolved into a set schedule whereby most employees who opted to start early retained these hours on a permanent basis. Of the estimated 60 employees who participated only a few chose the later starting time.

3. With conversion of the plant to 24 hours/seven-day coverage, it was deemed impossible to effectively utilize personnel and still meet delivery dates by permitting flexible starting times. The reasons which contributed most significantly to the demise of the flexitime program were:

- a) Introduction of Midnight Shift: Prior to the consolidation, the added personnel in the early morning hours were of great assistance in completing work left by the night shift. The primary benefit from the previous flex experiment was the improved "batting average" in meeting morning deadlines. After consolidation a midnight shift was available and early morning start-up for the day shift was no longer required.

OL 0 4049

SUBJECT: Use of Flexitime in P&PD

- b) Core Hour Coverage: If each shift has a six-hour core, there are two hours before and after each shift with minimum coverage. For a multiple shift operation this results in a four hour period between core periods, which is intolerable in a critical deadline production environment.
- c) Seven-Day Coverage: Full week coverage means that Mondays and Fridays are understaffed in order to subsidize weekend coverage. This precludes the use of flexitime when only a minimum number of personnel are on board.
- d) Team Requirements: Many jobs in the plant are part of team activity, which cannot be performed on an individual basis (as in an office environment). One of the drawbacks evident in the experiment was that a pressman may start early and his helper start late, or vice versa. The web press requires three operators, all starting together. A prelay person works with a camera operator and, again, both must work together.

4. In summary, P&PD is presently utilizing a variation of flexitime, but because of staffing and production conditions these flex hours are actually on a permanent basis. Of the ☐ production employees in the Division, ☐ have been granted earlier or later start times to accommodate car pools or special considerations. This system will remain in effect and will periodically be monitored in terms of effectiveness of support and the quality of "working life" for employees.

STAT 25X1

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9 April 1979

MEMORANDUM FOR: Director of Logistics

FROM:

Chief, Printing & Photography Division, OL

SUBJECT: Evaluation of Flexitime Program

REFERENCE: Memo dated 30 June 78, fm D/L to DDA,
same subject (OL 8 2962)

1. Referent memo requested approval for the Printing and Photography Division (P&PD) to establish a six-month experimental flexitime program. The subsequent approval allowed the trial period to occur from 1 September 1978 through 28 February 1979. This memorandum is intended to serve dual purposes. First, the Director of Personnel had requested a summation of the results of the experiment upon its conclusion, which follows. Second, P&PD requests your approval to continue with the flexitime program through 30 September 1979.

2. As stated in the original request for the experiment, P&PD's primary reason for wanting to implement the program was to determine its effect on early morning completions of printing jobs. P&PD management had noticed that many printing jobs were just barely missing the first courier pickups, sometimes for the lack of but a few minutes work on each of the jobs. It was obvious that a concentration of manpower at an earlier time of day would satisfactorily resolve the problem. P&PD was also aware however, that staggered starting times for day-shift employees would create transportation problems for some of its work force who were carpool members. Implementation of a flexitime program seemed to be the logical remedy if it could attract the manpower required to complete jobs left by the night-shift force in time for the first courier pickup without any undue interruptions to the transportation arrangements of employees.

OL 9 1411

SUBJECT: Evaluation of Flexitime Program

3. P&PD management has found the program to be successful in accomplishing the stated goal. Prior to its implementation, only 40 percent of printing jobs were ready for the first courier pickup. In the six-month trial period with the program, P&PD has increased its early-morning deliveries to 55 percent, a 15 percent rise.

4. P&PD employees have also found the program to their liking. Inasmuch as the program had been restricted to selected areas on the day shift, approximately 50 percent of those eligible to participate opted to do so. For the most part these employees chose the earlier starting times, which provided the sought after concentration of manpower needed to complete the work scheduled for early morning deliveries. All indications are that employee morale has been improved by the flexitime option of allowing them to choose their own work hours but the more important point is that P&PD has significantly improved upon its response times to Agency printing requirements without any added costs.

5. There is very little to report on the negative side. P&PD supervisors have found that the program does require more planning and organization of work to avoid those occasions when teams, rather than individuals, are required to perform specific tasks. These situations have been rare however, and have not proved to be an insurmountable problem.

6. A study has been completed on the feasibility of consolidating P&PD operations and it is felt that the flexitime program could be used advantageously in aligning the tours of duty for a consolidated operation. Inasmuch as P&PD management views the program as successful to the present time, it is requested that its continuance be allowed for the balance of the fiscal year or until such time as conclusions are reached on the aforementioned study.

STAT

APPROVAL

James H. McDonald

DISAPPROVAL:

James H. McDonald

4/12/79
Date

Date